



EH *U.S. Department of Energy*
Office of Environment, Safety and Health

Update on Progress in the DOE Corporate Operating Experience/Lessons Learned Program Re-Engineering

**Presentation to the SELLS
Spring Workshop
San Diego, CA**

April 27, 2004

**Raymond Blowitski
Office of Corporate Performance
Assessment (EH-3)**



Purpose of the DOE Lessons Learned Re-Engineering

- **“Primary Purpose”** - Shift in Focus to **“Operating Experience Review”** to Prevent Recurrence of Significant Events/ Trends Throughout DOE
- **Correct Deficiencies** of Existing Lessons Learned Program including:
 - **Disconnect** between Operating Experience Reporting, Performance Review, and Development/ Implementation of Lessons Learned
 - **Lack of Headquarters Corporate Role** in Operating Experience Review for, Analysis, Performance Trending and
 - **Lack of Senior Management Awareness and Accountability**



Objectives of the Re-Design

- **Make the Necessary Linkages**
 - Occurrence/Event Report – Performance Trending and Review – Lessons Learned
- **Revise the Structure** and Methods for Dissemination of Corporate Operating Experience
- Where Practical, incorporate Industry Best Practices
- Ensure
 - Significant Operating Experience information available for use throughout DOE
 - Provides Information Needed by Site Planners / Workers to Effect Change
 - Dissemination of Best Practices
- **Increase Management Awareness** and Provide **“Accountability”** to Ensure Implementation



Program Overview

- The **DOE Corporate Operating Experience Program** Consists of the following **Elements**:
 - A Lead Office program coordination function provided by the Office of Environment, Safety and Health (EH);
 - PSO Headquarters/DOE Field Element Functions, and
 - Tailored Contractor Programs as contained in DOE Approved ISMS Documents



Program Overview

- Operating Experience Review Activities Result in Two Distinct Types of Products
 - **Operating Experience Documents intended to Convey Lessons Learned**
 - **Cross-Cutting Operating Experience Reports concerning Site Performance**



Corporate Operating Experience Program: Performance Review Structure

- Under Secretary of Energy Initiatives
- New Operating Experience Program of EH
Office of Corporate Performance
Assessment
 - **Structured Dissemination of OE
Information to Senior Management**
 - **Daily ORPS Summary**
 - **Under Secretary Weekly Report**
 - **Quarterly Reviews**
 - **Annual/Semi-Annual Report**



Corporate Operating Experience Program: Performance Review Structure (Continued)

- **Daily Event Summary** – summarizes all Daily occurrences
- **Under Secretary Weekly Report** – summarizes significant Occurrences and Trends
- **Quarterly Site Performance Reviews**
 - Under Secretary meets with Senior Line Management to Discuss Site Performance Issues
- **Annual/Semi-Annual Reports**
 - Report Cards on ES&H Performance, Suspect Counterfeit Items



Corporate Operating Experience Program: Lessons Learned Structure

- Modeled after the INPO/WANO Significant Event Evaluation and Information Network (SEE-IN) Program
 - Industry Best Practice
 - INPO/WANO Model Evolved Over 16 Years
- **Lowest Tier** – Informational / Training
- **Middle Tier** – Significant Events and Lessons Learned that **SHOULD** be considered – Local Follow-up
- **Highest Tier** – Significant Events **REQUIRES** Formal Line Program follow-up



Corporate Operating Experience Program: Lessons Learned Structure (Continued)

- **Continue DOE/SELLS List Server** - DOE Field Generated Lessons Learned
 - **Red, Yellow, Blue, and Green**
- **DOE Corporate Process** – Analyze Numerous Sources of Information for Lessons Learned, including:
 - **ORPS**
 - **CAIRS**
 - **GIDEP**
 - **Current NNSA/SELLS LL's**
 - **INPO**
 - **NRC**
 - **Other Federal Agencies, e.g., DOL, DOD, NASA**
 - **Type A & B Accident Reports**
 - **Professional Organizations, etc.**



Corporate Operating Experience Program: Lessons Learned Structure (Continued)

New / Revised Corporate INFORMATIONAL Products

- **Operating Experience Summary Report (Bi-Weekly)**
- **Just-In-Time Operating Experience (J-I-T) (As required)**
- **Suspect/Counterfeit/Defective Items Data Collection Sheets (DCSs) (Weekly)**

OE Summaries, J-I-T's, and DCSs:

- Include Information to Improve Awareness
- Can Include:
 - Notification of Events at Other Sites
 - Suspect/Counterfeit or Defective Items Identification (QA Program)
- No Specific Action is Required beyond Internal Dissemination
- Issued by EH
- Issued Often



Corporate Operating Experience Program: Lessons Learned Structure (Continued)

New / Revised Corporate MEDIUM Significance Products

- **Special Reports (SRs)** (e.g., DOE Hoisting and Rigging Events, January 2004 and DOE Electrical Safety, April 2004)
- **Safety and Health Hazard Alerts** (potentially safety significant issues, such as suspect/counterfeit or defective items)

SR's and S&H Hazard Alerts:

- Issued in Response to significant safety concerns identified by Trending Analysis
- **ACTIONS RECOMMENDED**, but not required:
 - **Contractor Management**
 - **Field Office Verification**
- Issued by the Assistant Secretary for Environment, Safety and Health
- Issued Rarely, As Required



Corporate Operating Experience Program: Lessons Learned Structure (Continued)

New Corporate Significance MONITORED ACTION Reports

- **Significant Operating Experience Reports (SOERs)**

SOER's:

- Issued in Response to significant safety concerns
- **REQUIRES ACTION (“Accountability”):**
 - Contractor Management
 - Headquarters Line Program Verification
- **Actions Tracked** in DOE Corrective Actions Tracking (CATS) System
- Issued by the Applicable Under Secretary of Energy
- Issued Rarely (~ 1 – 2 per year)



Corporate Operating Experience Program: Accomplishments

- **Corporate Performance Review Structure Established**
 - All Performance Review Products being issued
 - Performance Reviews being held for Energy, Science and Environment Sites – NNSA is considering implementing the same
- **New Corporate Lessons Learned Structure Established**
 - Have Begun Issuing New / Revised Corporate Operating Experience Reports
 - Draft DOE-STD-7501-XX, “DOE Corporate Operating Experience Review Program” in Preliminary Review
 - Revised DOE EH Lessons Learned Homepage (including new Suspect/Counterfeit Defective Items pages)
URL: <http://www.eh.doe.gov> - Lessons Learned Link



Corporate Operating Experience Program: Remaining Actions

- **Developing Corporate Operating Experience Program Process Guide – for Internal EH HQ Use**
- **Revise Draft DOE-STD-7501-XX and submit through REVCOM**
- **Considering Change to DOE Order 231.1A “Environment, Safety and Health Reporting” to **REQUIRE** Lessons Learned**
- **Methods of Dissemination – Pending**
 - **Update the DOE/SELLS Listserver – EH Budget**
 - **Consider PUSH System (Adopt NNSA Software?)**